



DEVELOPMENTAL COUNSELING



Subordinate-centered communication that produces a plan outlining actions necessary for subordinates to achieve individual and organizational goals.



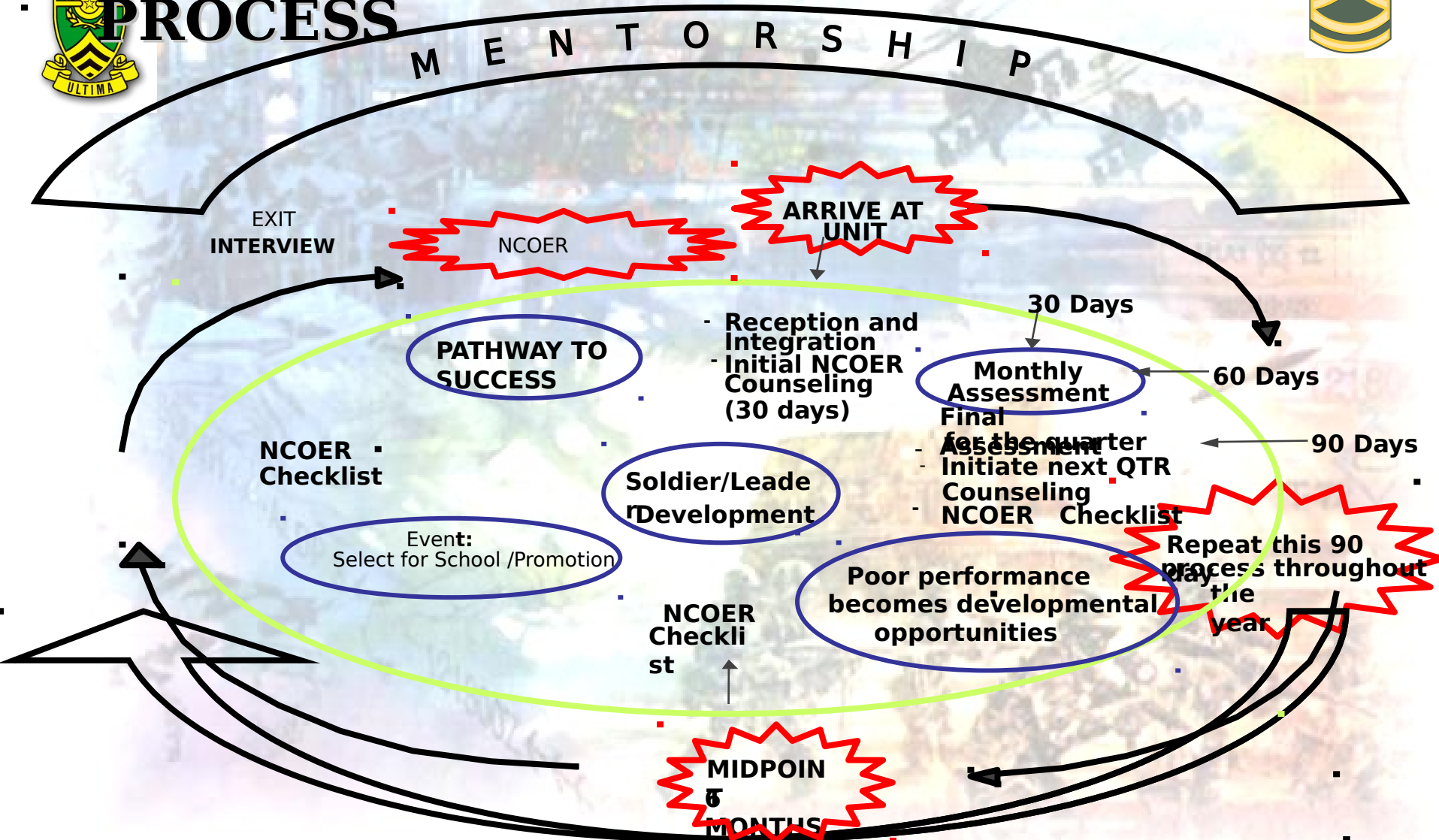
ELEMENTS OF AN EFFECTIVE UNIT COUNSELING PROGRAM



- **Education and Training**
- **Experience**
- **Continued support from both the Army and leaders**
- **Enforcement**



COUNSELING CYCLE CONTINUOUS PROCESS





CATEGORIES OF DEVELOPMENTAL COUNSELING



Event-Oriented

- **Specific Instances of Superior or Substandard Performance Counseling**
- **Reception and Integration Counseling**
- **Crisis Counseling**
- **Referral Counseling**
- **Promotion Counseling**
- **Separation Counseling**



CATEGORIES OF DEVELOPMENTAL COUNSELING (cont)



Performance and Professional Growth

Performance: (Quarterly)

Review Past Performance

**Focus on Future Objectives and
Goals**

Professional Growth: (Future Oriented)

Short and Long Term Goals

Professional Development Model



THE COUNSELING PROCESS



- **Identify the need for counseling.**
- **Prepare for counseling.**
- **Conduct counseling.**
- **Follow up.**



PREPARE FOR COUNSELING



- **Select a suitable place.**
- **Schedule the time.**
- **Notify the subordinate well in advance.**
- **Organize the information.**
- **Outline the components of the counseling session.**
- **Plan a counseling strategy.**
- **Establish the right atmosphere.**



CONDUCT THE COUNSELING SESSION



- **Opening the Session**
- **Discussing the Issues**
- **Developing the Plan of Action**
- **Recording and Closing the Session**



FOLLOW UP

- **LEADER'S RESPONSIBILITIES**
- **ASSESS THE PLAN OF ACTION**



DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI) Lester, James T.	Rank / Grade SSG	Social Security No. 123-45-6789	Date of Counseling 6 SEP 03
Organization UNIT NAME		Name and Title of Counselor SFC Paul, Joseph J./ Platoon	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

Performance/Professional Growth: SSG Lester is receiving his 3rd Quarterly Counseling and 3rd NCOER counseling (see attached DA Form 2166-8-1)

Facts: SSG Lester just completed the Command Inspection, and is preparing for deployment to JRTC.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.



PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion

o **Review and assess last Performance/Prof. Growth Counseling.**

o **Preparation for upcoming JRTC deployment**

- o *Review squad's SRP packets*
- o *Squad and individual equipment readiness*
- o *Squad's APFT, weapons qual, military and civilian education, and boards*
- o *Squad battle drill and collective task rehearsals*

o **Additional Duty areas of focus**

- o *Re-designate weapon numbers to correlate with Platoons*
- o *Update maintenance record files*
- o *Update weapons cards for new Commander's signature*
- o *Review Hand Receipts / Command Maintenance schedules*

o **Short Term Goals**

- o *Score 300 on next APFT*
- o *Complete safe, no-accident JRTC*
- o *Conduct squad battle drills against realistic enemy*

o **Long Term Goals**

- o **Promotion to SFC** - DA Photo, Records Review
- o **Platoon SGT Assignment** - Increase responsibility and accountability
- o **Develop team leaders** to become effective squad leaders

o **Leadership Self-Assessment (FM 22-100, appendix B)**

- o **Strength:** Skills - Technical - knows how to use and maintain equipment
- o **Weakness:** Actions - Improving - Developing - Observe, assess, counsel, coach and evaluate subordinate leaders

OTHER INSTRUCTIONS

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Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

- o Conduct a squad SRP packet review by 10 Oct and update as needed (special attention on family care plans, medical and dental records) .*
- o Verify load plans within 30 days and submit operational supply request to Supply SGT*
- o Conduct TA-50 layout to check serviceability and accountability by 30 Oct.*
- o Assign new numbers and re-label weapons 15 Nov.*
- o Create new weapons cards, 1 platoon per week, for next six weeks.*
- o Verify all hand receipts by platoon in conjunction with new weapon cards issue.*
- o Prepare vigorous workout plan for evening personal fitness program this week.*
- o Conduct extensive rehearsals and safety briefings weekly until completion of JRTC.*
- o Bring uniform to PSG for inspection 2 weeks prior to DA photo appointment.*
- o Conduct leadership assessments on each team leader by 30 Nov.*
- o Coach subordinate leaders on equipment operation and maintenance (Your strength).*
- o To develop your self-assessed weakness: observe, assess, and conduct leadership development counseling with your subordinate team leaders.*
- o Monthly assessments on or about 6 OCT, 6 NOV, 6 DEC.*



Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands The plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: ☒ I agree / disagree with the information above
Individual counseled remarks:

Signature of : Individual counseled James T. Lester Date: 6 Sep 03 .

Leader Responsibilities : (Leader's responsibilities in implementing the plan of action):

*I will spot check SRP packets for completeness.
Will inspect up-loaded equipment once loaded onto squad vehicles.
Place TA-50 layout inspection on training schedule.
Inspect uniform and provide DA Photo guidance and advice.
I will review and coach you with your subordinate leader leadership assessments.
Observe and assess your equipment operation and maintenance training.
Provide a copy of DA Pam 600-25 and any assistance you may require to conduct leadership counseling with your subordinate leaders.*

Signature of : Individual counseled Joseph J. Paul Date: 6 Sep 03 .

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

Assessments done on: 3 Oct 03 JTL/JJP

*On 26 Sep checked 2 SRP packets, which were exceptionally complete and thorough
On 2 Oct SSG Lester had squad load up equipment and moved to predetermined site.
Necessary adjustments to load plans were made and recorded prior to movement.*

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.



COUNSELING

opinions on what

1. Go over each part of the duty description with rated NCO. better. (This step

Discuss any changes, especially to the area of special emphasis.

2. Tell rated NCO how he / she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 SESSION

and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last up during the counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, his/her initials.

talk about how to do better. The goal is to get all NCOs to be

4. Ask rated NCO for ideas, examples and

has been done so far and what can be done

can be done first or last).

BEFORE THE NCO DEPARTS THE COUNSELING

1. Record counseling date on this form.

2. Write any additional key points that came

counseling session on this form.

3. Show key points to rated NCO and get

4. Save NCO-ER with this checklist for next

COUNSELING RECORD/KEY POINTS MADE

INITIAL

o Squad Leader duty description and responsibilities to include to train, lead, and develop the squad

o Leaders Book review

o Organizational and personal goals

o See DA Form 4856, Reception and Integration counseling

LATER

Quarterly counseling with subordinates performed to standard, should focus on more in-depth developmental counseling ***Passed APFT with 284***

Prepare for upcoming BDE CI

Completed 6 subcourses, continue to improve education with correspondence courses.

LATER

o 4th Squad passed BDE CI with "Exceptional" on Equipment Readiness and "Sat" in Training

o Counseling program is developing well, sharpen focus on subordinate leadership development

o Prepare for JRTC deployment with equipment checks, battle drill rehearsals, and safety briefings

o See DA Form 4856, 3rd quarter performance/professional growth counseling

L428/OCT03/VGT-14

Advanced Noncommissioned Officer Course

INITIALS **JTL**

DATE **13 Sep 13** TIME **1100**



RATED NCO'S NAME (Last, First Middle Initial) Lester, James T. James. Lester@		SSN 123-45-	THRU DATE
PART IV (Rater) - VALUES/RESPONSIBILITIES		Specific bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory Specific bullet examples of "SUCCESS" are optional	
<p>b. COMPETENCE</p> <ul style="list-style-type: none">o Duty proficiency; MOS competencyo Technical & tactical; knowledge, skills, and abilitieso Sound judgmento Seeking self-improvement; always learningo Accomplishing tasks to the fullest capacity; committed to excellence <p>EXCELLENCE SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>		<p>o Constantly seeking to improve, completed 6 subcourses during rating period</p> <p>o</p> <p>o</p>	
<p>c. PHYSICAL FITNESS & MILITARY BEARING</p> <ul style="list-style-type: none">o Mental and physical toughnesso Endurance and stamina to go the distanceo Displaying confidence and enthusiasm; looks like a soldier <p>EXCELLENCE SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>		APFT PASS 0304	HEIGHT/WEIGHT 69/163 YES
		<p>o Received Physical Fitness Badge</p> <p>o</p> <p>o</p>	
<p>d. LEADERSHIP</p> <ul style="list-style-type: none">o Mission firsto Genuine concern for soldierso Instilling the Spirit to achieve and wino Setting the example; Be, Know, Do <p>EXCELLENCE SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>		<p>o Ensured soldiers were regularly counseled and earned their trust and confidence as a caring leader</p> <p>o</p> <p>o</p>	



DEVELOPMENTAL COUNSELING AS A TECHNIQUE OF MENTORING



- Mentoring is the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling, and evaluating.
- It results in people treated with fairness and equal opportunity.
- Mentoring is an inclusive process for everyone under a leader's charge.



ASSESS SUBORDINATE LEADER PERFORMANCE



- **OBSERVE and RECORD leadership actions.**
- **CLASSIFY by comparing what you see to the performance indicators in Appendix B.**
- **RATE by determining if the performance is a strength or weakness.**
- **Conduct DEVELOPMENTAL COUNSELING.**
- **Continue to ASSESS the PLAN OF ACTION.**



Appendix B, Performance Indicators



....by providing purpose, direction, and motivation.



CLASSIFY LEADER ACTIONS USING APPENDIX B



- **Use Appendix B as an assessment and counseling tool.**
- **Compare your observations to the performance indicators in Appendix B.**
- **List the observed leadership actions under the most appropriate leadership dimension.**
- **Look deeper than general performance indicators.**
- **Be specific, precise, objective, fair.**



APPENDIX B

Rate Performance Indicators



- **Determine if the leadership performance meets or falls below the standards**
- **Determine which actions are strengths to be maintained**
- **Determine the actions that are weaknesses that need focused plans for improvement**



Conduct Developmental Counseling



- **Set specific goals that will improve leadership performance**
- **Design a plan of action together**
- **Agree on the actions necessary to improve specific leadership dimensions**
- **Teach specific leadership skills needed for the actions**
- **Coach subordinate as he practices new or developing leadership skills**



Assess the Plan of Action



- **Review the plan of action regularly**
- **Check the progress of the plan of action for attaining the set goals**
- **Change or adjust the plan if necessary**
- **Observe and record results of the plan of action on an ongoing basis**



DEVELOPMENTAL COUNSELING AS A TECHNIQUE OF MENTORING



- **Mentoring is totally inclusive, real life leader development for every subordinate.**
- **Mentoring links operating leader actions to improving leader actions (Appendix B).**
- **What have you done lately to develop the leaders of tomorrow's Army?**



OBSERVER'S WORKSHEET



Observer's Worksheet

Case Study: _____

Instructions: Rate the counselor on the items below using the scale provided.

0	1	2	3	4	5
Not at all	Poor	Marginal	Satisfactory	Very good	Excellent

1. Components of the Counseling Session:

A. Open the session.

Stated the purpose of the session and established a subordinate-centered tone.

B. Discuss the issue.

Developed a mutual understanding of the situation.

C. Develop a plan of action.

Jointly identified actions to either solve problem, improve performance, or achieve goals.

D. Close the session.

Summarized key points, checked acceptance of plan of action, established follow-up measures.

2. Leader Counseling Skills

A. Active Listening

Gave full attention to subordinate, maintained appropriate eye contact and made appropriate gestures.

B. Responding

Checked understanding by paraphrasing or summarizing.

C. Questioning

Asked open ended questions to gain information or provoke thought.

Total Score:



OBSERVER'S WORKSHEET, (cont)



3. *Comments* should be provided on each component of the counseling session and leader counseling skills listed on the front side of this form:

Overall strengths of the counseling session:

Areas where improvement is needed:

Name of Counselor: _____ Signature: _____ Date: _____
Name of Observer: _____ Signature: _____ Date: _____



SUMMARY



Developmental Counseling

- Definition
- Elements of an Effective Unit Counseling Program
- Four stages of the process

The Counseling Form

- DA Form 4856
- Link to DA Form 2166-8-1
- Assessments produce bullets for the DA Form 2166-8

Mentoring

- Observing and assessing
- Coaching and teaching
- Developmental Counseling
- Evaluating

Purpose

To Mentor and Develop Tomorrow's Leaders

Leader Development

- Observe and record
- Classify and rate
- Developmental Counseling
- Assess plan of action